

Royal Tara Member Survey June 2017

Background

A survey of members was conducted over a period of 2 weeks at the end of June. The survey focussed on initiatives to attract and retain members, and on potential improvements to the running and funding of Royal Tara Golf Club. The survey followed on from a series of eleven “Ideas Generation/Brainstorming” workshops with members and staff during April and May.

310 survey responses were received either on-line or in hard copy. This equates to a more than 30% response rate.

69% of the responses were from male members (213) and 31% from female members (97).

61% of respondents were aged 50 or older. That’s a reasonable reflection of the age profile of the total membership.

The full age breakdown of respondents was as follows:

- 17 or younger 4%
- 18-30 5%
- 31-39 11%
- 40-49 19%
- 50-59 20%
- 60-69 28%
- 70+ 13%

The survey was broken down into 5 parts

1. How Important would a list of 14 **course improvement** initiatives be to attract new members and or retain existing members?
2. How Important would a list of 13 **member-focused initiatives** be to attract new members and or retain existing members?
3. How Important would a list of 14 initiatives be to **improve the running and funding of the club?**
4. How Important would a list of 9 **club and social initiatives** be to attract new members and or retain existing members?
5. How Important would a list of 6 **communication initiatives** be to attract new members and or retain existing members?

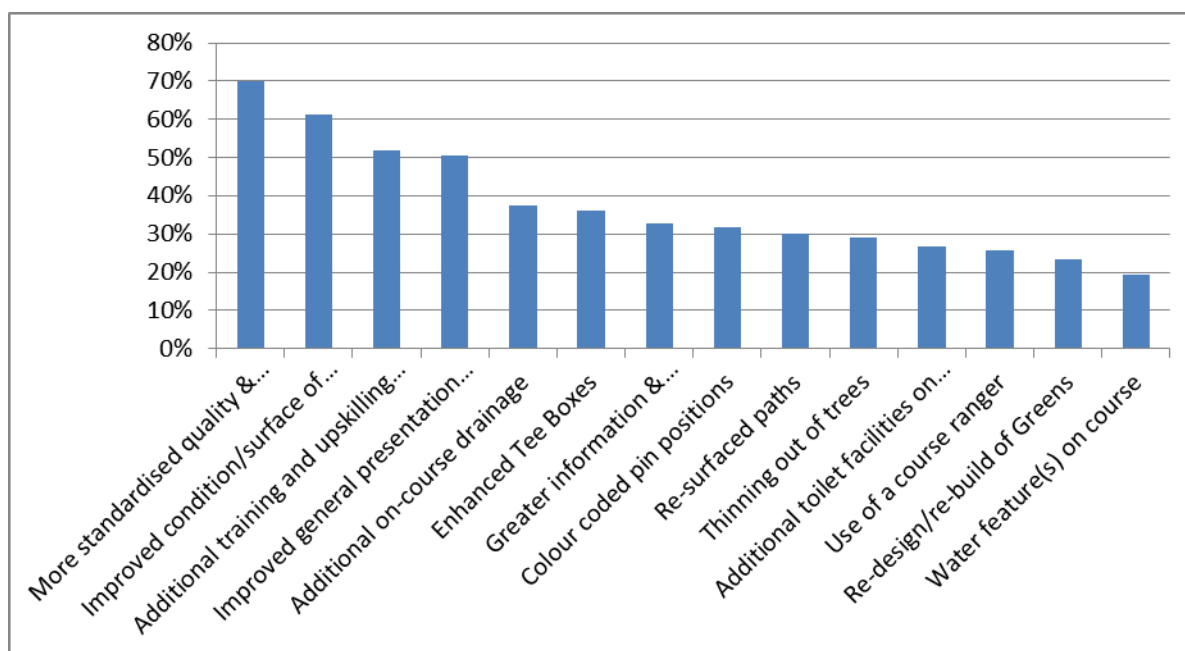
Each of the 5 parts reflected the suggestions put forward at the members’ brain storming sessions in April and May.

Members were asked to rate the initiatives on a 5-point scale of 1) Essential, 2) Very Important, 3) Important, 4) Not so Important and 5) Not Important.

In assessing the results, significance is given to initiatives rated “Essential” and “Very Important” and rated “Not so Important” and “Not Important”. Note has also been taken where responses differ materially by age (over or under 50) or by gender.

Survey Results

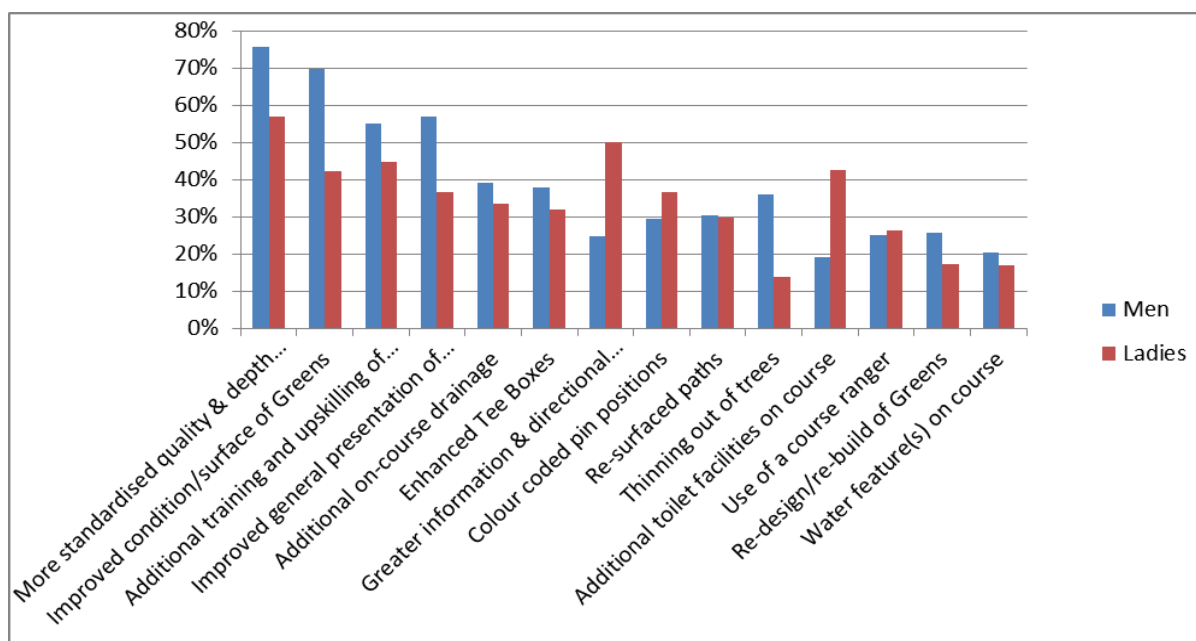
1. Course Improvement Initiatives

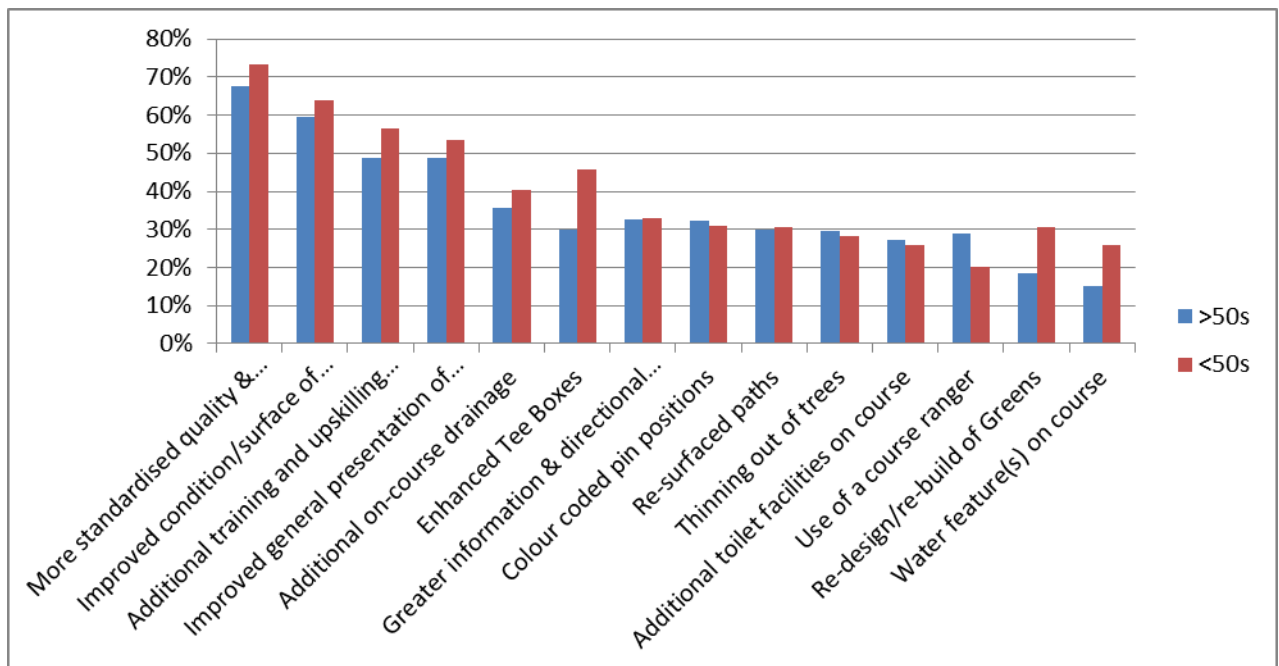


The chart above shows that most importance was given to:

1. More standardised quality and depth of sand in bunkers (70%),
2. Improved condition/surface of greens (62%)
3. Additional training and up-skilling of course staff (52%), and
4. General improved presentation of course (51%).

The charts below indicate that the opinions of the men were more intense than those of the ladies but the only significant differences were related to signage, toilet facilities and thinning of trees but none of these options attracted more than 50% of the vote.





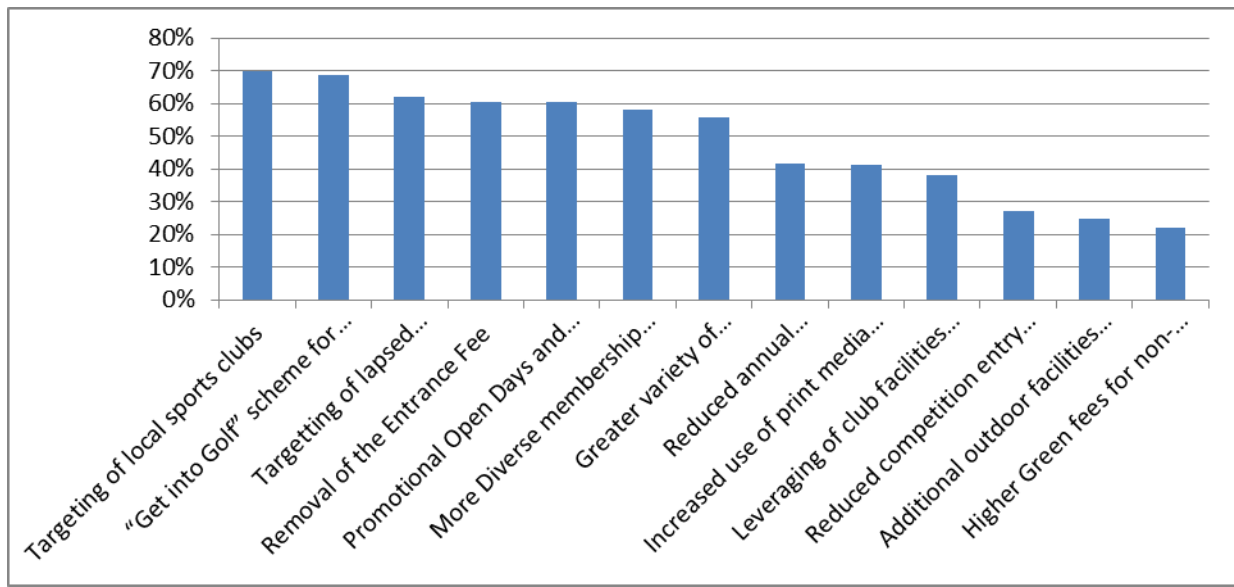
The top 4 initiatives were equally valued by both age groups.

Less importance was placed on course redesign in terms of water feature(s), re-design or rebuild of greens, thinning out of trees or additional toilet facilities. The use of a course ranger was also not rated highly with 41% of respondents seeing it as not so important or not important.

A higher proportion of respondents under the age of 50 than over 50 rated the enhancement of tee boxes as essential or very important (46% vs 30% for respondents aged 50 or over).

There was significant consensus amongst male members on the importance of more standardised quality & depth of sand in bunkers (76%) and improvement in the condition and surface of greens (70%).

2. Initiatives to attract new members and retain existing ones

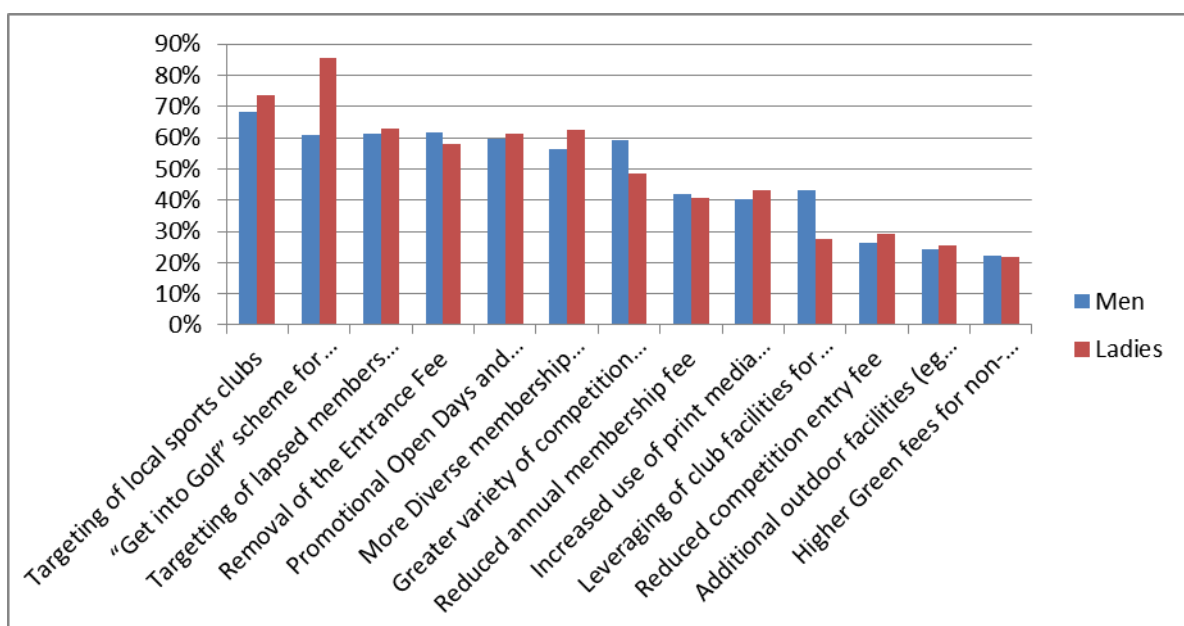


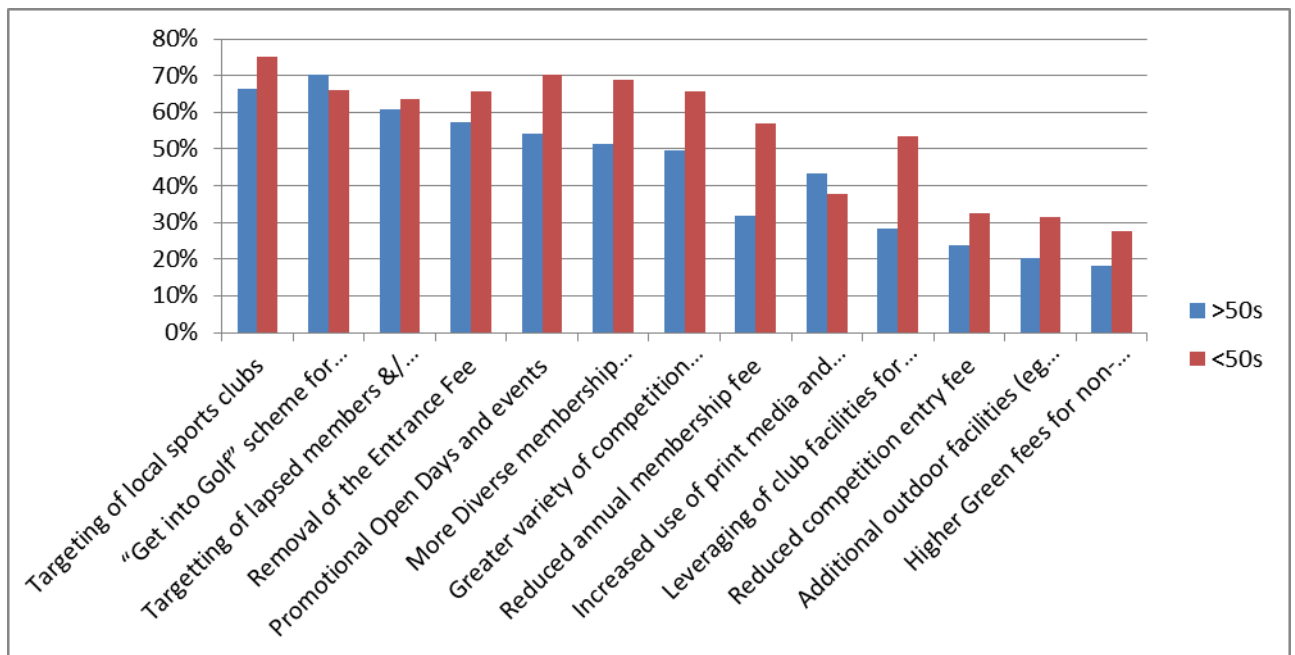
Members placed a lot of importance on the following initiatives (rating them as either essential or very important) to attract new and retain existing members:

1. Targeting of local sports clubs, businesses & schools (70%)
2. Get into Golf Programme (69%)
3. Targetting of lapsed members & their families (62%)
4. Promotional Open Days & events (61%)

There was also support for the Removal of the entrance fee (60%), More Diverse membership categories (58%) and a Greater variety of competition formats (56%)

There was little dissention between men and ladies as can be seen from the chart below. The ladies placed a greater emphasis on "Get into Golf scheme"





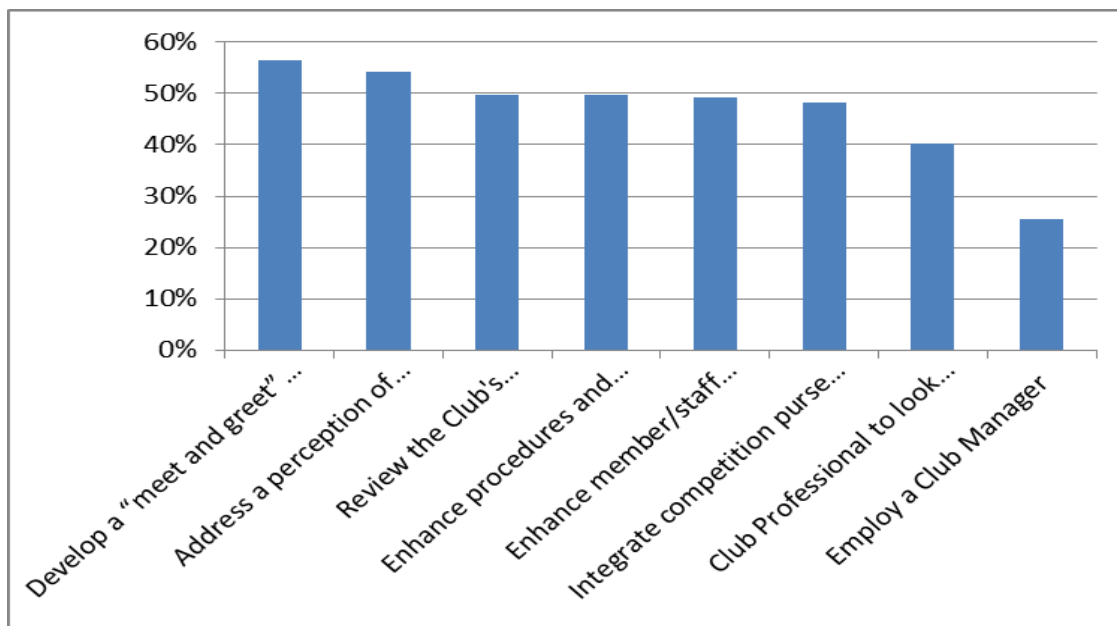
Respondents under the age of 50 placed greater importance in Promotional Open days and events (70%), more diverse membership categories (69%) and greater variety of competition format (66%).

The respondents were divided on leveraging club facilities for other recreational activities (eg gym) however a majority (53%) of respondents under the age of 50 saw this as essential or very important. Only 27% of female respondents were of the same opinion.

Of less importance to all respondents was the need for additional outdoor facilities (eg tennis course or bowling green).

3. Importance of initiatives to improve the running and funding of the club

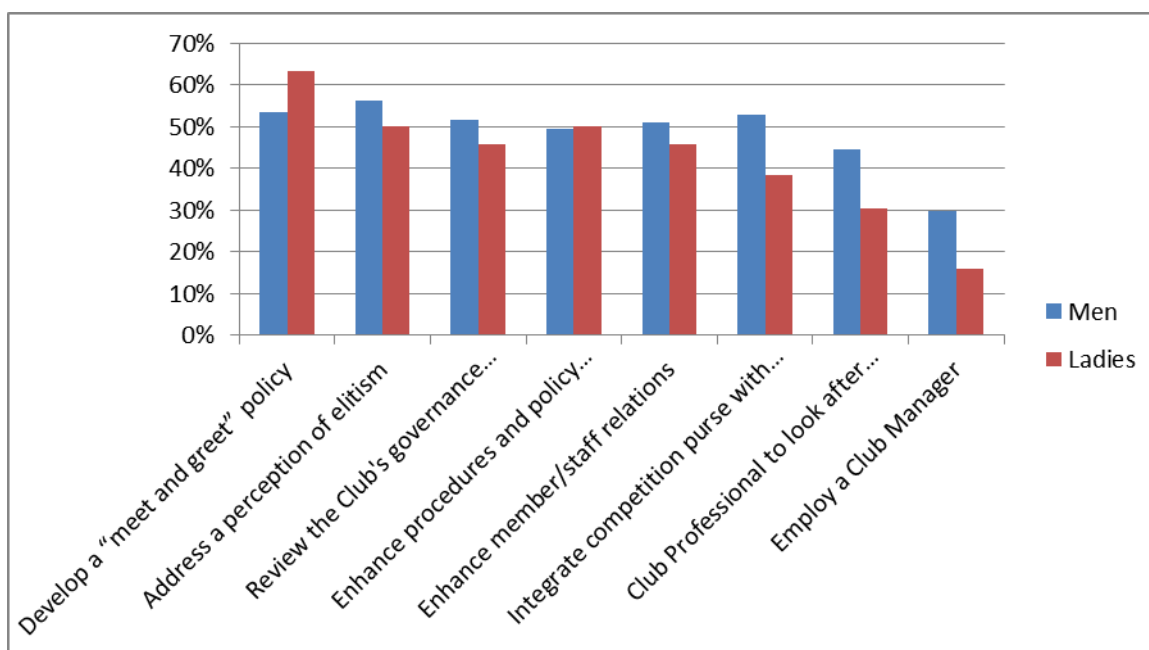
a) The running of the club

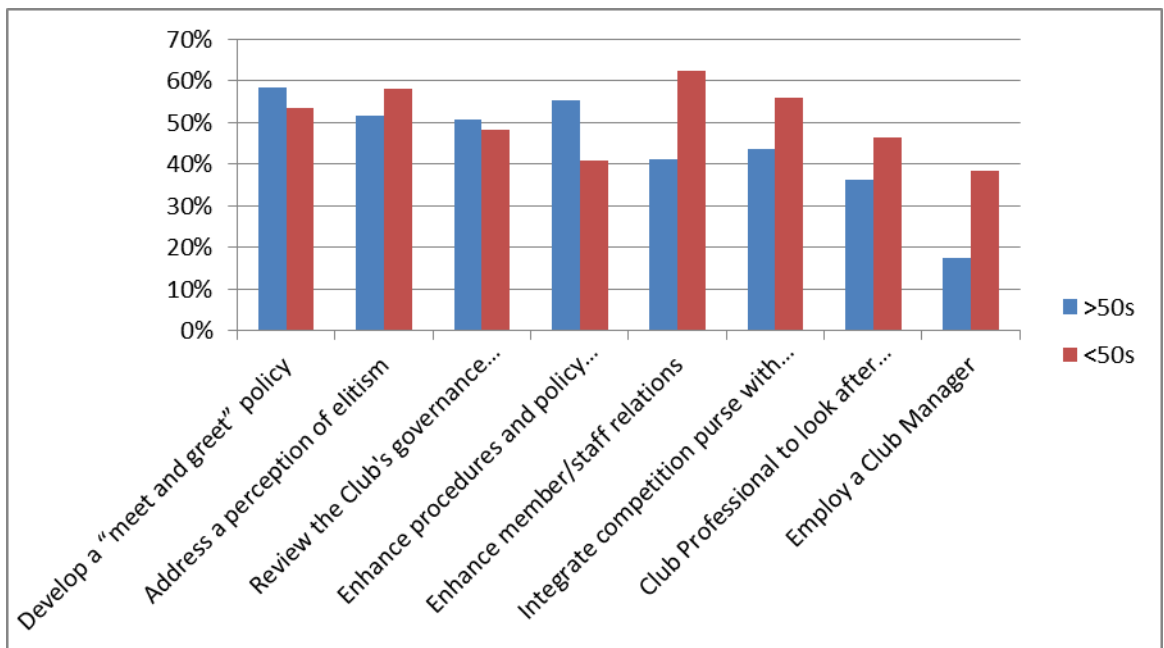


There was a high level of support (regarded as essential or very important) for:

1. Develop a "Meet & Greet" policy (54%)
2. Address a perception of elitism (54%)
3. Review Club Governance & reduce size of board (50%)
4. Enhance procedures & policy for collection of Green fees (50%)

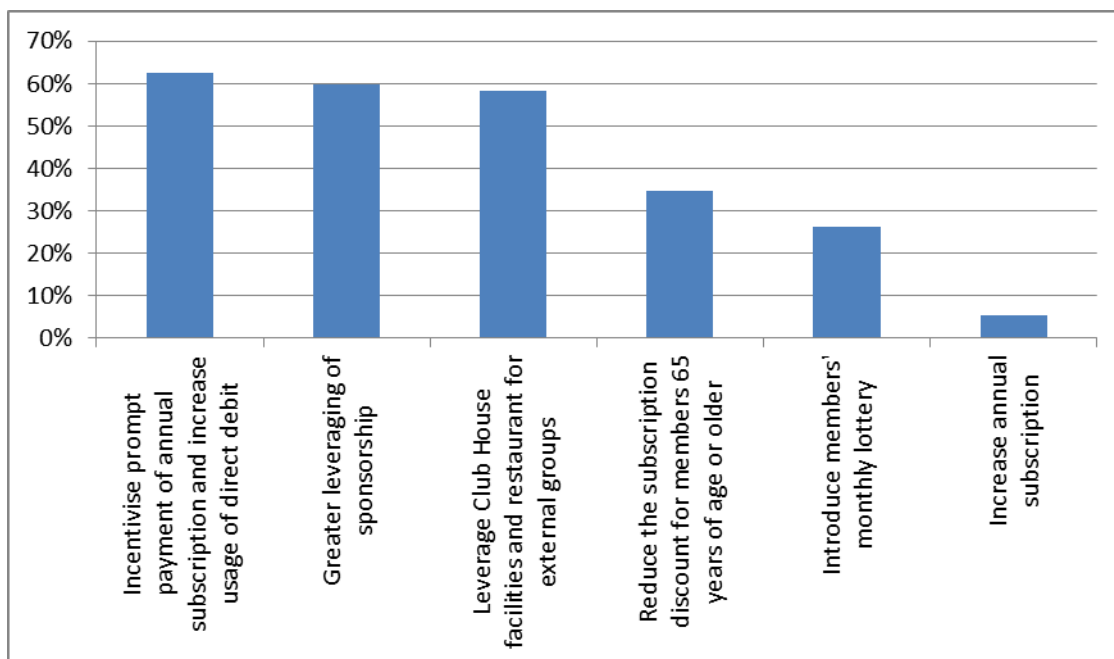
Support for "meet & Greet" was given greater emphasis by the ladies whereas integration of the competition purse with the club smartcard was seen as more important by the men.





There was quite a difference in how the under 50s and the over 50s judged "staff relations", "competition purse" and the employment of a club manager with the under 50s attaching more importance to each of these initiatives.

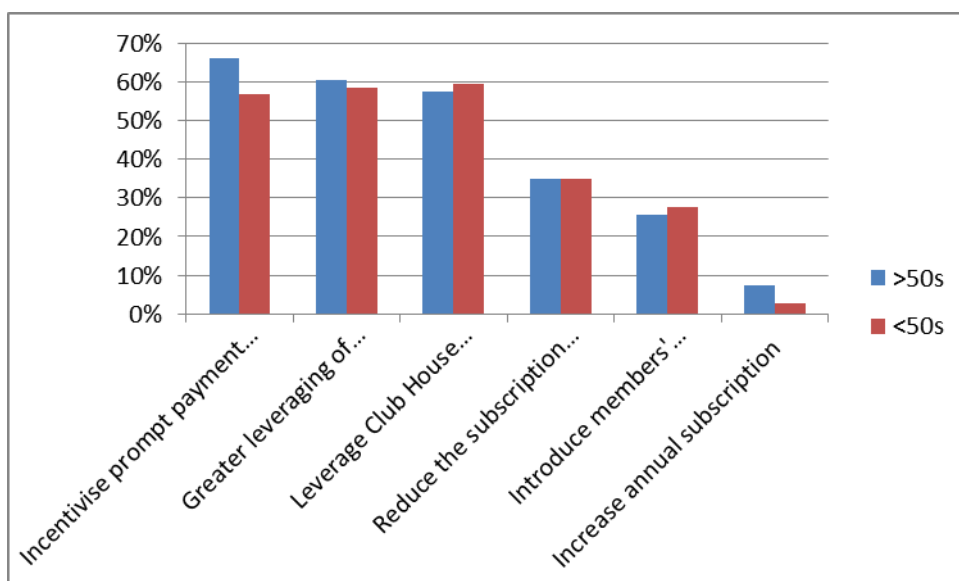
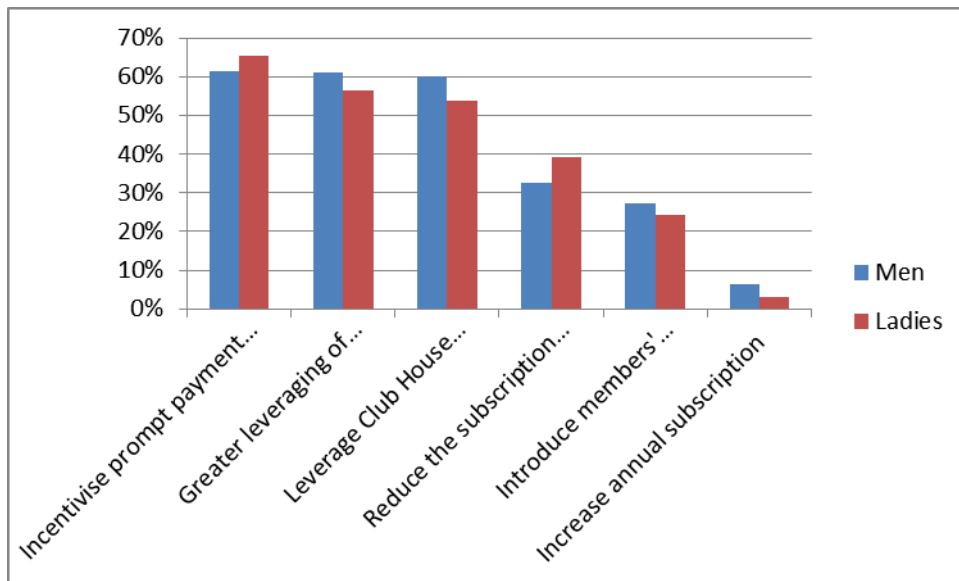
b) The funding of the club



There was a high level of support (regarded as essential or very important) for:

1. Incentive prompt payment of annual sub & direct debt payment (63%)
2. Greater use of sponsorship (60%)
3. Leverage Club House facilities for external groups (58%)

This level of support was similar for both men and ladies and was replicated in both the over 50s and the under 50s as per the charts below.



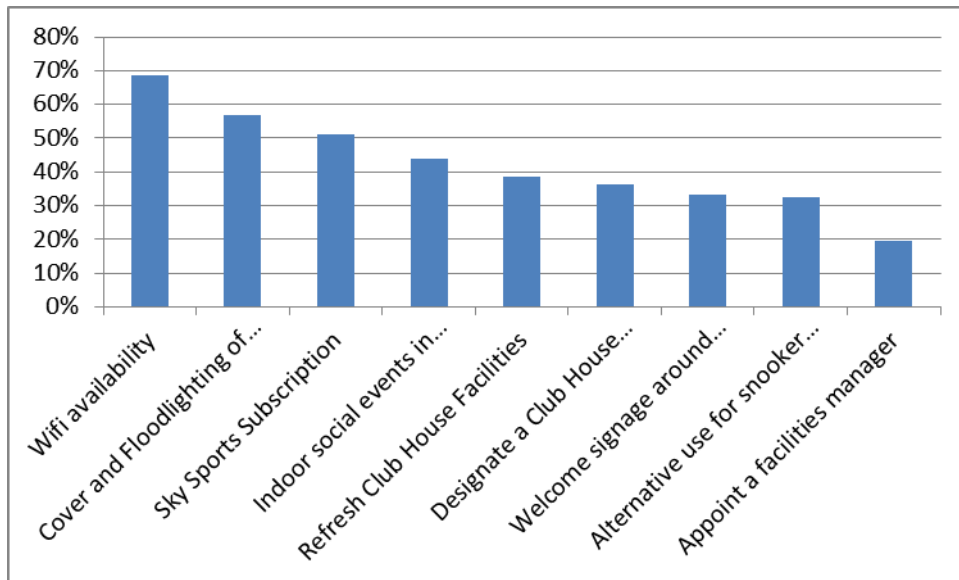
There was no support for increasing the annual subscription, with 85% of members believing it to be not important to the running or funding of the club

There was less consensus on whether the annual membership fee should be reduced with 42% believing it to be essential or very important (rising to 53% for respondents under the age of 50) vs 35% believing it to be not so important or not important.

Members were also divided on whether the subscription discount for members aged 65 or older should be reduced with 35% believing it to be essential or very important vs 45% believing it to be not so important or not important.

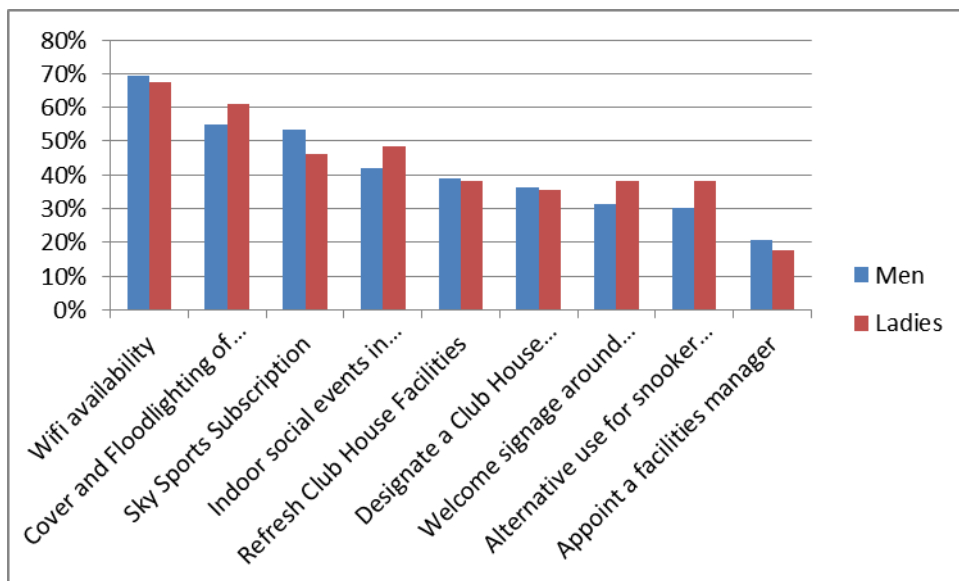
45% of all respondents didn't rate the introduction of a members' monthly lottery as important.

4. Importance of facilities and social initiatives to attract & retain members

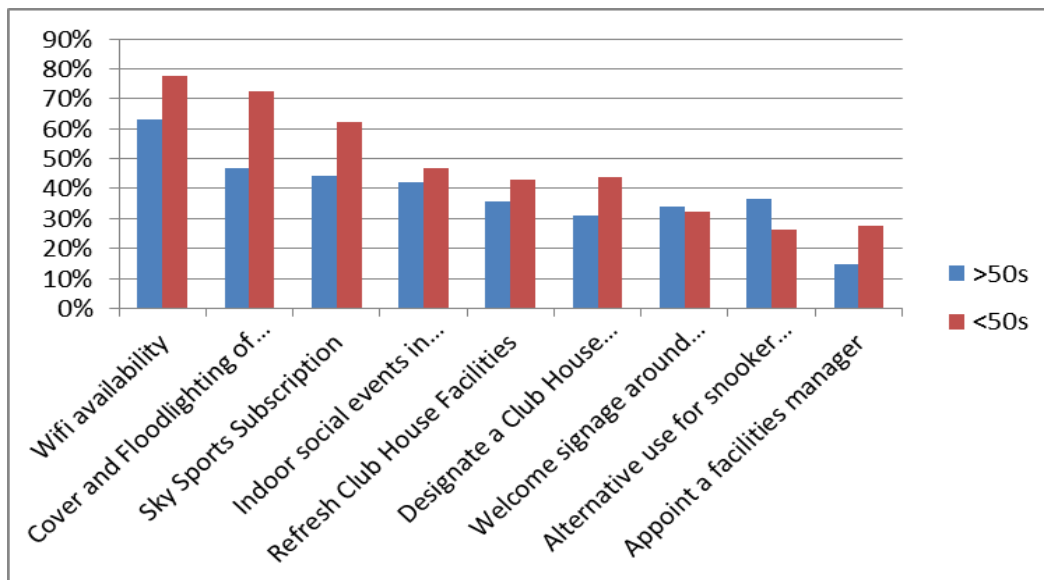


The chart above shows the high level of support (regarded as essential or very important) for the following facilities and social initiatives to attract and retain members:

1. Wifi Availability (69% all members and 78% for respondents under 50 years of age)
2. Cover and flood-lighting of Driving Range (57% - 73% for respondents under 50)



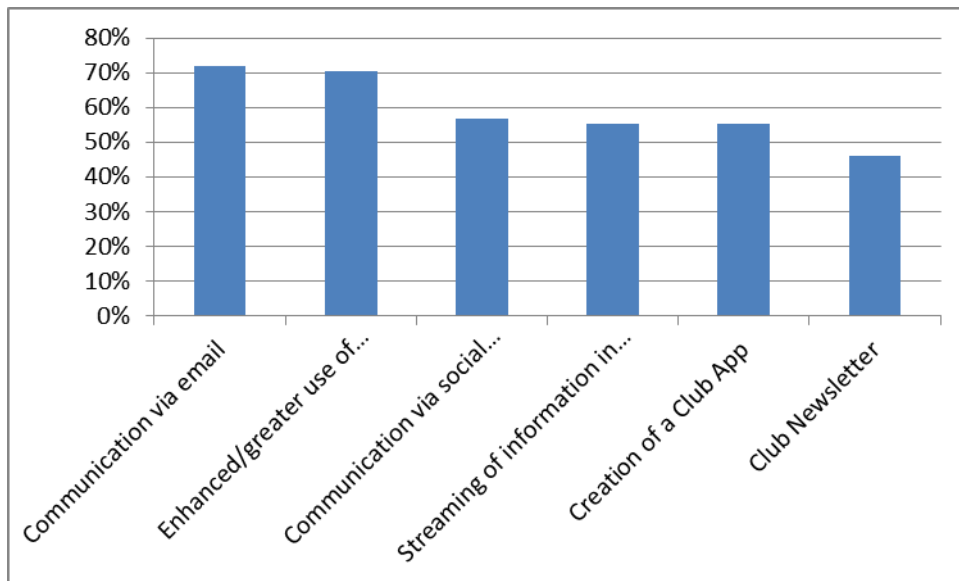
51% of respondents rated a Sky Sports subscription as essential or very important vs 28% seeing it as not so important or not important. Support for a Sky Sports subscription was higher amongst the under 50's (62%) vs the over 50's (44%).



There was a broader range of views on the need to refresh Club House facilities, having an alternative use for the snooker room and designating a social area for juveniles in the Club House.

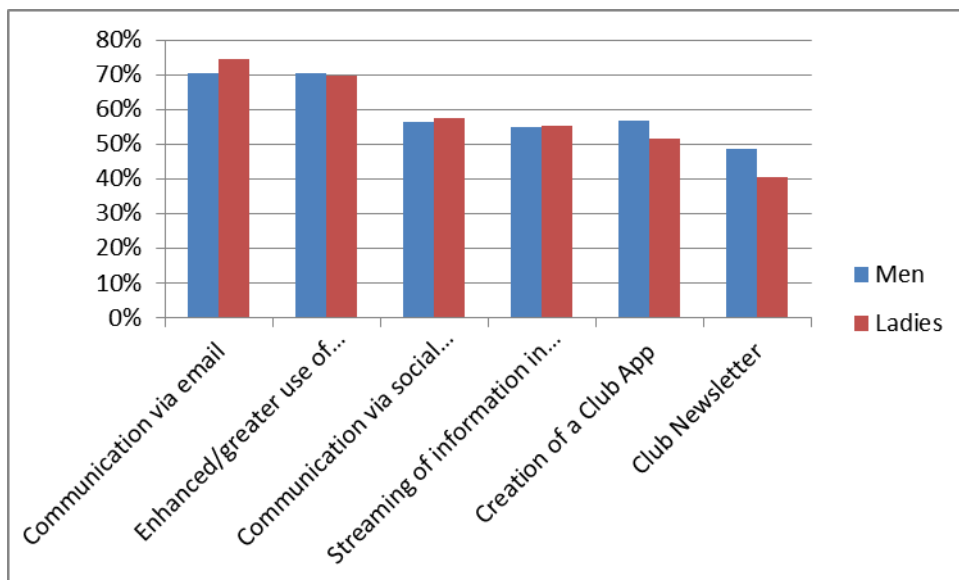
5. Importance of different communication initiatives to attract & retain members

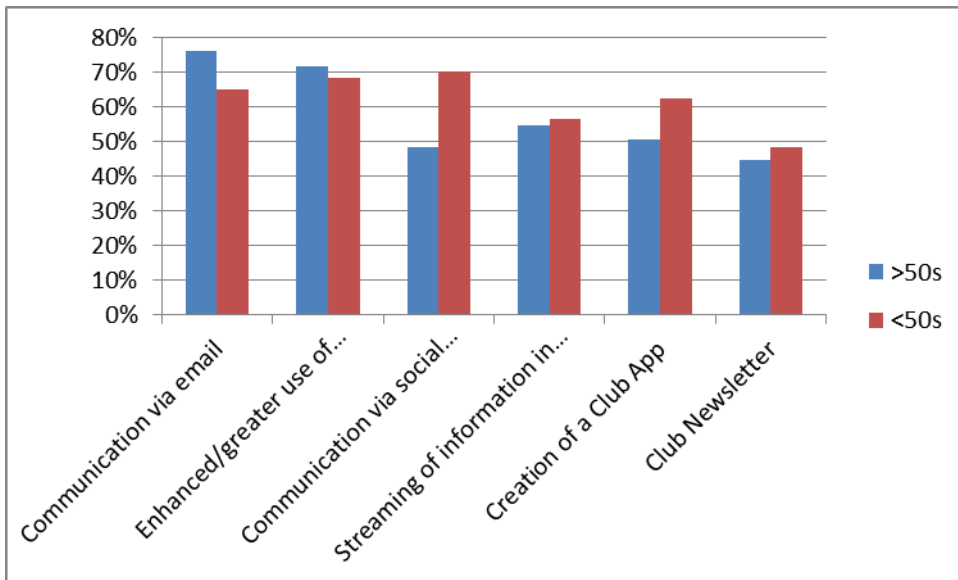
There was a strong support for all 6 listed communication initiatives (regarded as essential or very important).



Greatest support was for:

1. Communication via email (71%)
2. Enhanced/greater use of website (70%)
3. Communication via social media (57%)
4. Creation of a Club App (55%)
5. Streaming of information in Club House (55%)





While 76% of members over 50 rated communication via email as essential or very important, 70% of members under 50 were in favour of communication via social media. Younger members were also more favourably disposed to a Club App (62%).

There was lesser support for a Club Newsletter (46%).